



# Strategic Plan for Communications

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City of Gahanna

Winter 2003

*Created & Implemented by the Gahanna Com-Team:*

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## Executive Summary

Inspired by other action-oriented, effective organizations, the Gahanna Communications Team presents the Strategic Plan for Communications. This plan lays out a framework for improving communication both internally between departments and externally to the media and the public. This framework is based upon comparative research and the 2002 City Communications Survey of staff members.

The implementation schedule prioritizes planned improvements in both external and internal communications as follows:

### ➤ Internal Communications

- **Assessment** – Previous and on-going efforts to review our efficiency and effectiveness.
- **E-mail** – Better access to and effective utilization of e-mail as a communication tool.
- **Intranet** – Development of a central network system to reduce overlap, miscommunication, and unnecessary paperwork.
- **Phones** - Update of the phone system to take advantage of new technology to serve callers.
- **Written Communications** – Better organization of the distribution of written communications.
- **Emergency Communications** - Creation of an efficient, consistent, accessible crisis plan for City staff in the workplace.

### ➤ External Communications

- **Website** – Further development, expansion, and reinforcement of our site as a 24-7 resource for citizens, businesses, and media.
- **Public Information** – New strategy for effective, efficient communication with the public.
- **Emergency Communications** - Creation of an efficient, consistent, accessible crisis plan to communicate with the public and the media.
- **Publications & Info Updates** –Interconnection of department efforts in more effective public information pieces.
- **Cable Channel** – Utilization of the community-access cable channel for City information.

Several major recommendations are **High Priority Items**. These efforts should be initiated or implemented by the second quarter of 2003. They are:

1. Creating a strategy for Media Contact & Public Info
2. Establishment of a Basic Intranet System
3. Website
  - a. Updates/Expansion of the current website
  - b. Adding E-Commerce abilities
4. New Employee Training
  - a. Outlook training session
  - b. Intranet training session
  - c. Emergency/Crisis Planning session

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## References & Acknowledgements

The Com-Team would like to acknowledge the following individuals and organizations for their contributions to the plan. Several served as inspiration and as models for this document.

San Francisco Department of Recreation & Parks

Tom Kneeland, I.T. Advisor to Mayor Stinchcomb

Gahanna-Jefferson Schools

## Introduction

Effective, efficient communication is the hallmark of any excellent organization. For city government, quality communication with citizens is a critical part of public service. For city staff, clear communication of everything from basic information to long-term goals creates a more productive and efficient working environment, less overlap, and better service to the public. A coordinated plan, when followed, provides accurate information to the public and to the media – avoiding confusion and misinformation.

The Gahanna Communications Team was formed in January 2002 to address communication issues within our city government. This strategic plan lays out a framework for improving communication both internally between departments and externally to the media and the public.



## Mission

The mission of the Gahanna Communications Team is to coordinate, focus, and improve communications internally across city departments and externally to Gahanna citizens.

Com-Team is an interdepartmental advisory team to the Mayor's Office. The team uses both strategic and tactical planning backed with research on communication systems, other governmental and corporate communication systems, and a survey and assessment of Gahanna city government communication needs.

## The Strategic Plan

The Gahanna Strategic Plan for Communications lays out an implementation schedule for improving city communication. Chapter I introduces the Strategic Plan, the Communications Team, and its Mission Statement. Chapter II provides a summary of the process used. Chapter III reviews the Communications Needs Assessment. Chapter IV lays out the plan in an outline format creating a timeline and a detailed breakdown of its components. Chapter V lays out a process to evaluate our progress and the success of the plan.

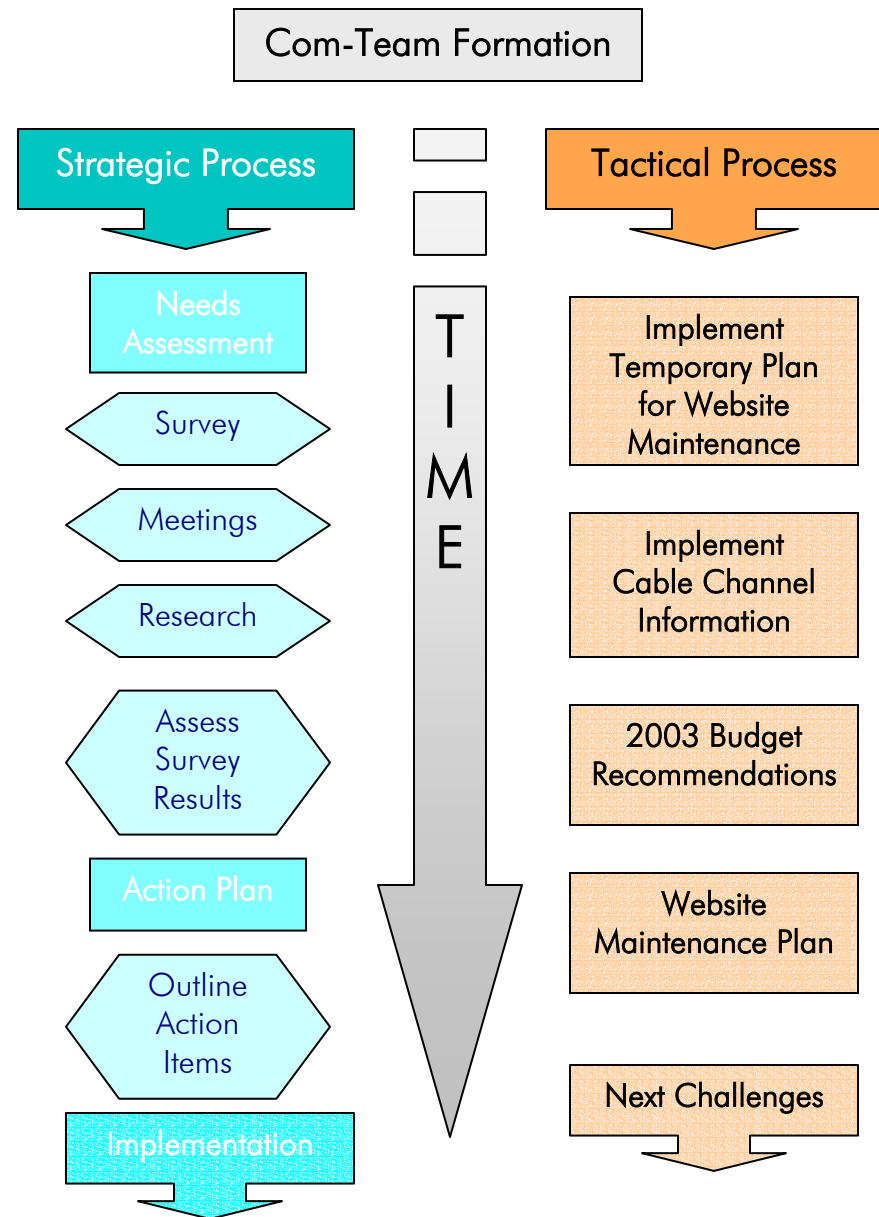
## The Strategic & Tactical Process

Inspired by other action-oriented, effective organizations, the Com-Team combines two different processes to address communication issues within the city: strategic and tactical.

**Strategic** projects are of long-term value to the city, helping to create significant change, efficiency, and effectiveness. These projects are large in scope and complexity. They require significant planning and research to produce. This Strategic Plan is the map to guide changes in city communications over the next few years. The Needs Assessment and Action Plan are products of the Com-Team's strategic process.

**Tactical** projects are in response to immediate city needs. These projects typically involve either minor improvements to existing methods or temporary fixes to problems that require additional long-term strategic planning. Solving immediate concerns such as website issues and staffing vacancies relating to communication and technology challenges are tactical products of the Com-Team's process.

The diagram to the right illustrates this dual approach to communications problem solving. The strategic process is more complex and involved to plan for long-term changes. The tactical process solves problems as they arise with minor changes or temporary solutions.



## The Communications Needs Assessment

The most important tool to form our action plan is an assessment of current communication patterns, needs, successes, and failures.

The goals of such an assessment are:

1. To examine current communication patterns.
2. To determine current & future communication needs.
3. To determine tactical changes that can soon be implemented until long-term solutions are available.

### Method

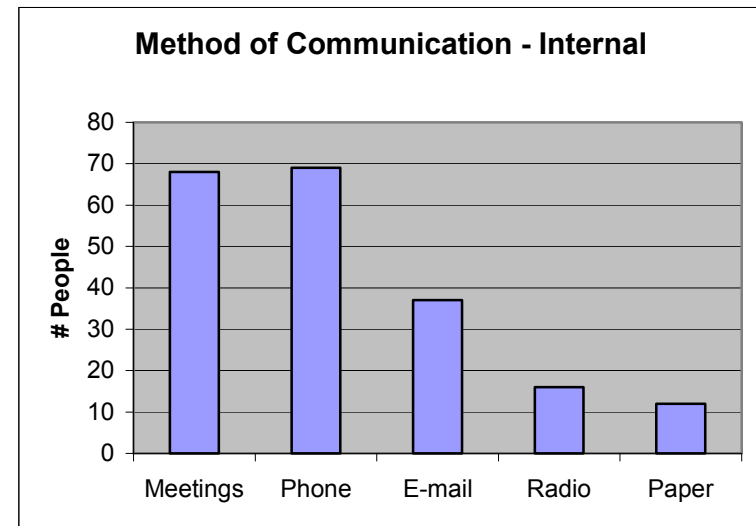
Our needs assessment was a 30-question written survey distributed to all City employees – both inside and outside the City Hall Complex. A memo from the mayor explaining the survey was attached along with a one-week deadline.

The survey was divided into two sections: external communications and internal communications. Each section asked about the communication methods used, the items communicated, and the entities to whom they communicated. The external communications section was divided into three areas: the public, the media, and other entities outside the city.

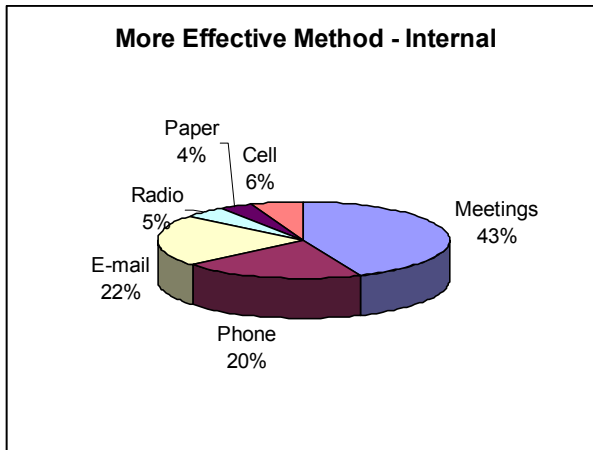
Of 120 surveys distributed, 87 were returned by the deadline. The Com-Team decided not to pursue the remainder of the surveys, because all departments and positions were represented in those surveys returned.

### The Results – Internal Communications

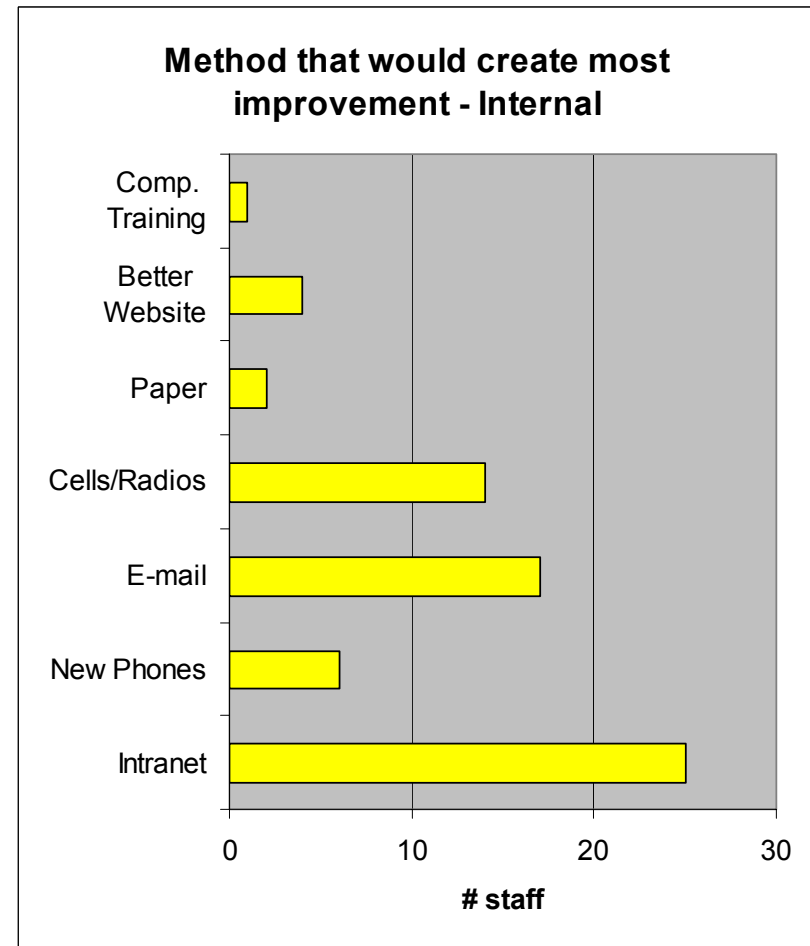
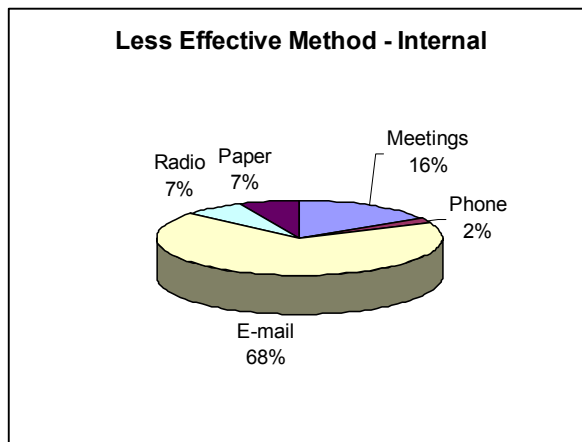
Answers to each question area are shown below in a visual presentation with limited discussion in order to more efficiently convey the results.



E-mail still lags in-person meetings and phone calls as the most common method of communication.



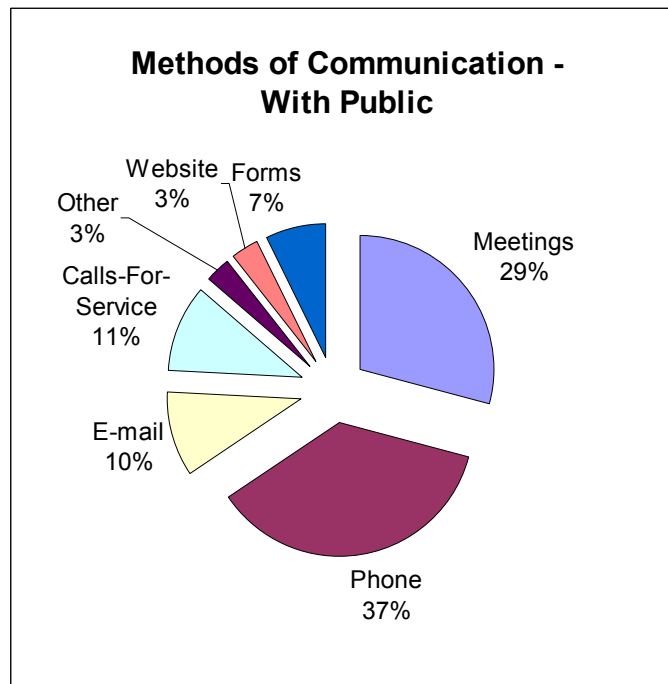
Again, in-person meetings, phone calls, and e-mail were considered the more effective methods by a clear majority. However, e-mail was named less effective than other methods, possibly reflecting current accessibility problems.



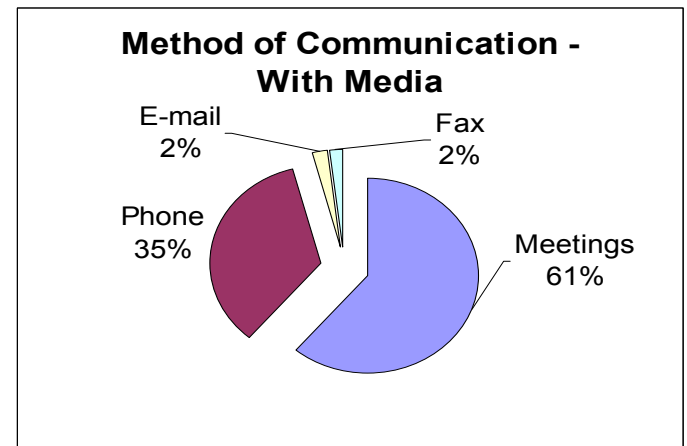
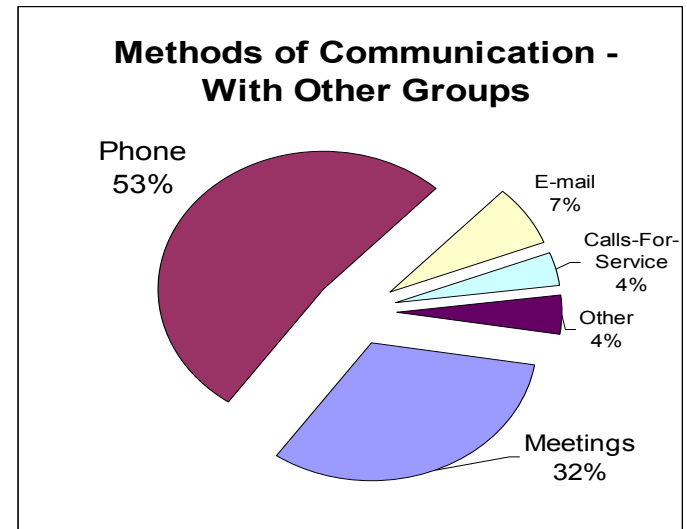
The method that would make the greatest improvement in internal communications is the addition of an intranet with broad functions. Additional ideas include increased e-mail access and more cell-phones.

### The Results – External Communications

Results regarding external communications mirrored those of internal communications – with improvements in technology-based methods cited as the most desired.

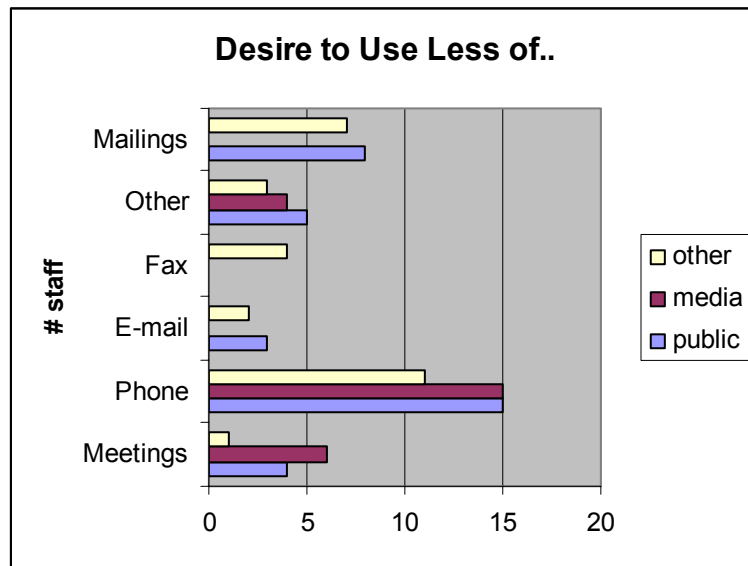


With both the public and other outside groups, communication methods were nearly identical – with the emphasis on in person meetings and phone calls. For media, the top two categories switched places.

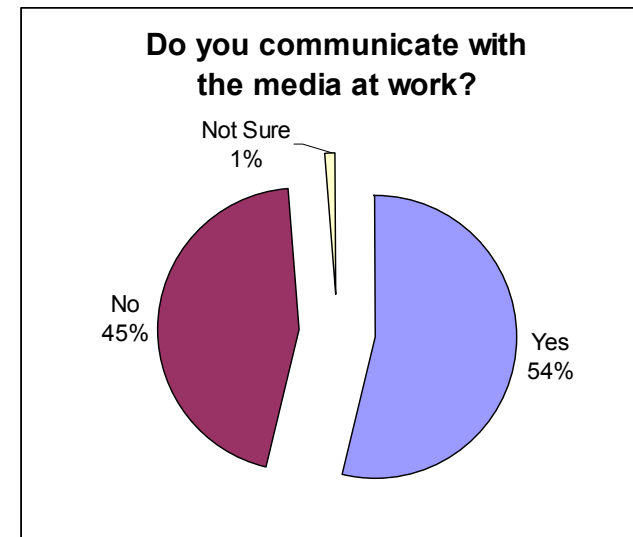
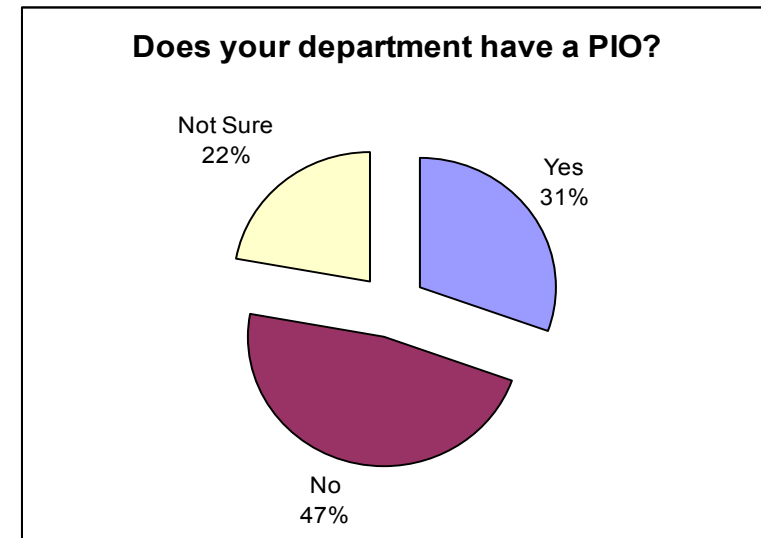


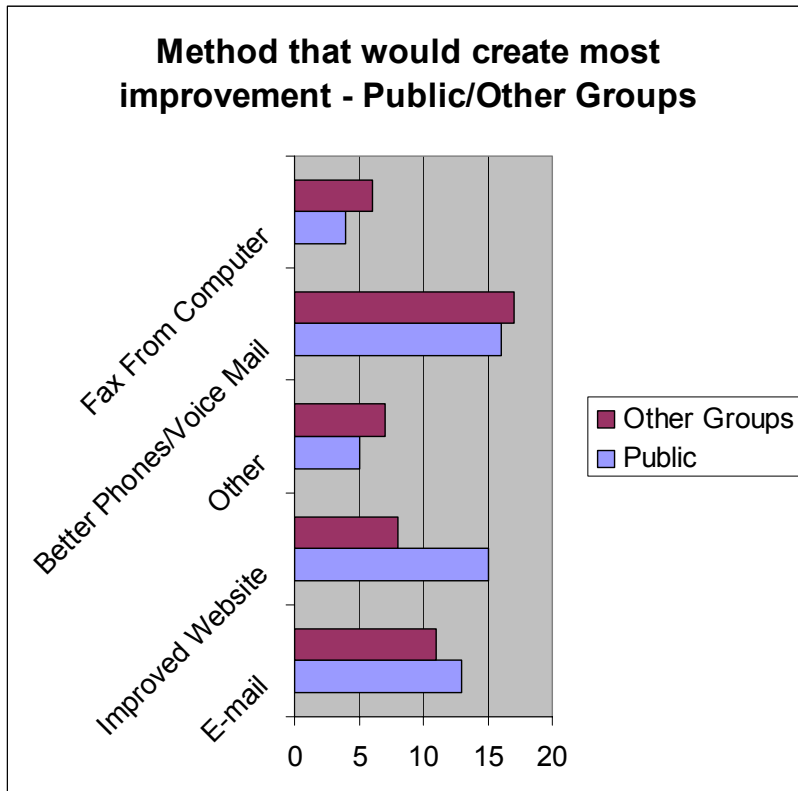


In all three areas of external communications, there was a common desire to reduce the amount of phone calls made. Every method that was mentioned here appears to be an area that could be replaced with newer, more efficient means of communication like websites or intranets.

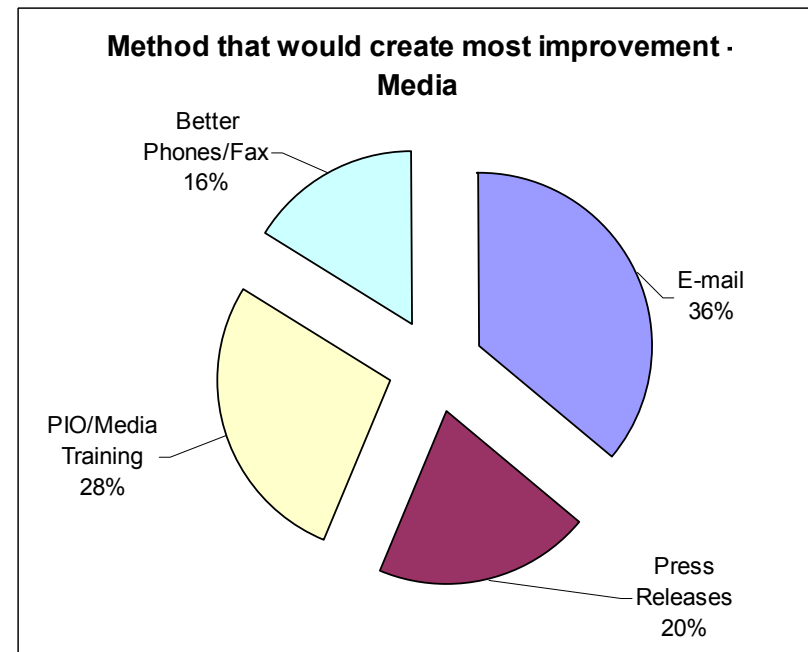


Most staff members were unclear of any designated public information officer (PIO). As a result, **over half** of city staff members communicate with the media at work.



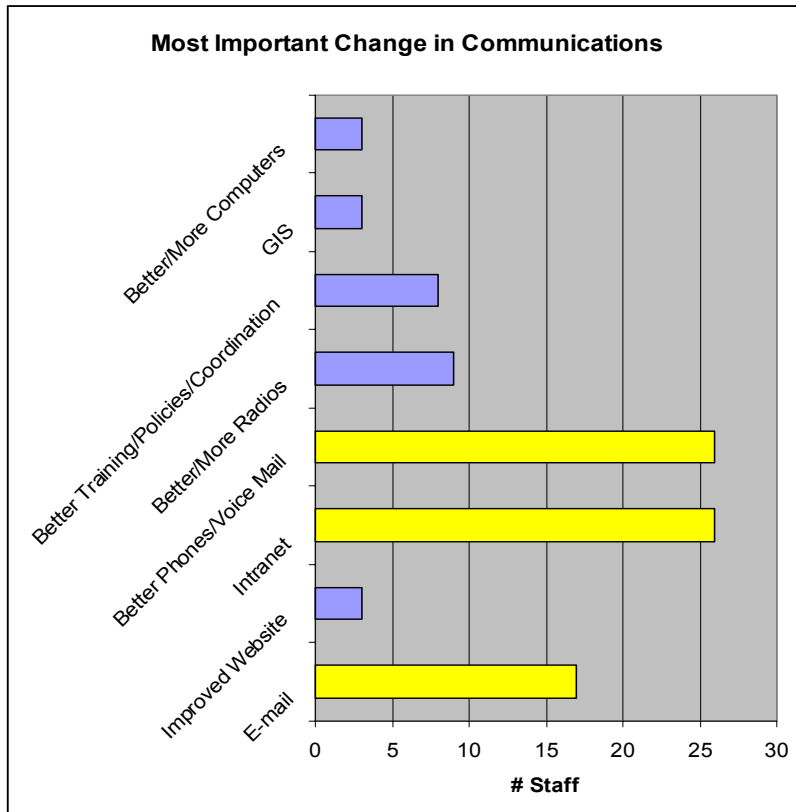


The method that would make the greatest improvement in external communications with the public and other groups is an expanded phone system with voice mail. The next major improvement would be an expanded website with broad functions. Other main ideas include more e-mail and the ability to fax from individual computers.



The methods that would make the greatest improvement in external communications with the media are better email coordination, the addition of a PIO and/or media training, and regular press releases.

The final question was about the most important change that could be made immediately across both external and internal communications. The overall top three changes were improved phone systems, better email, and an intranet.



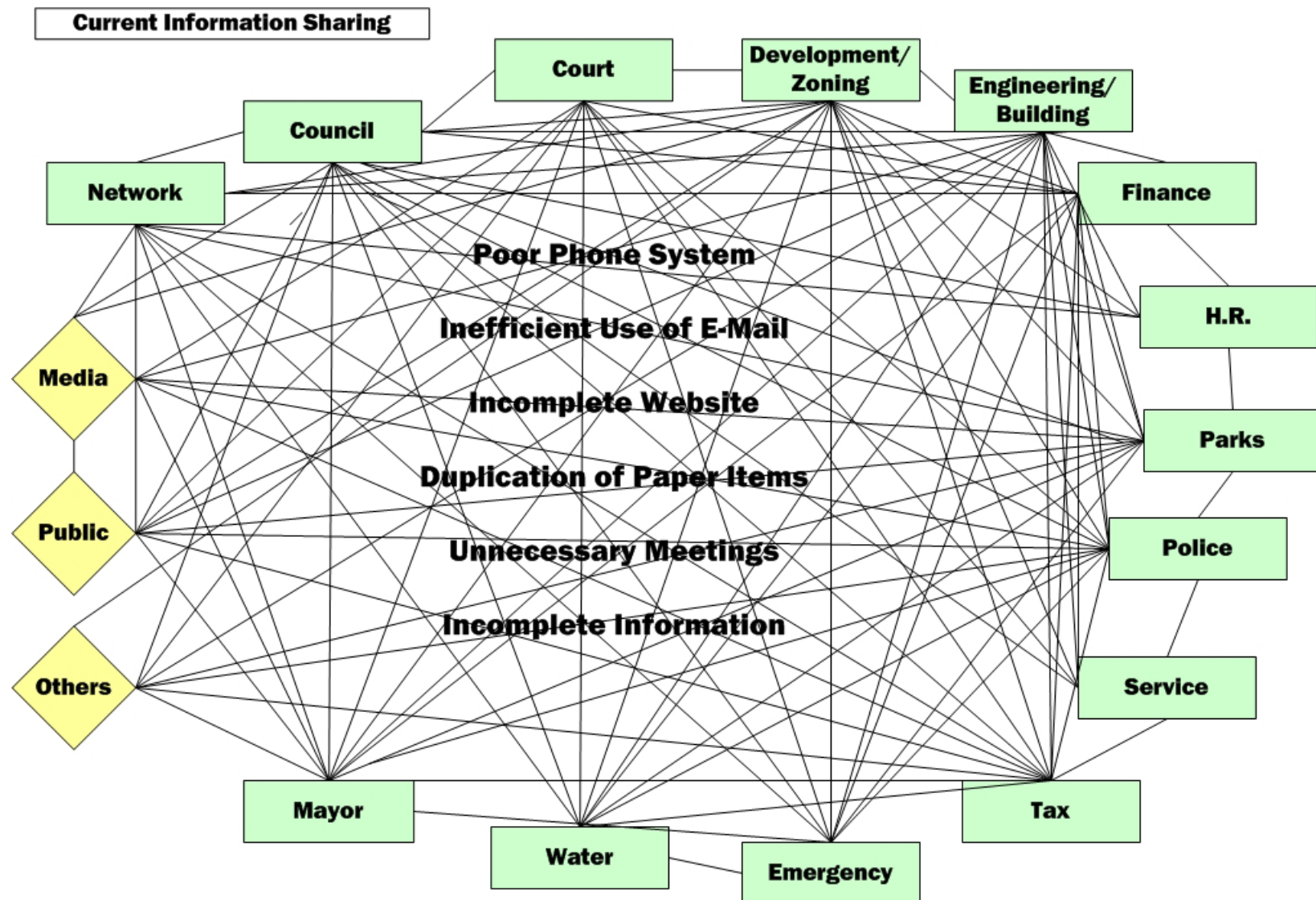
The survey also served as a method to map out current and desired communication patterns between city departments.

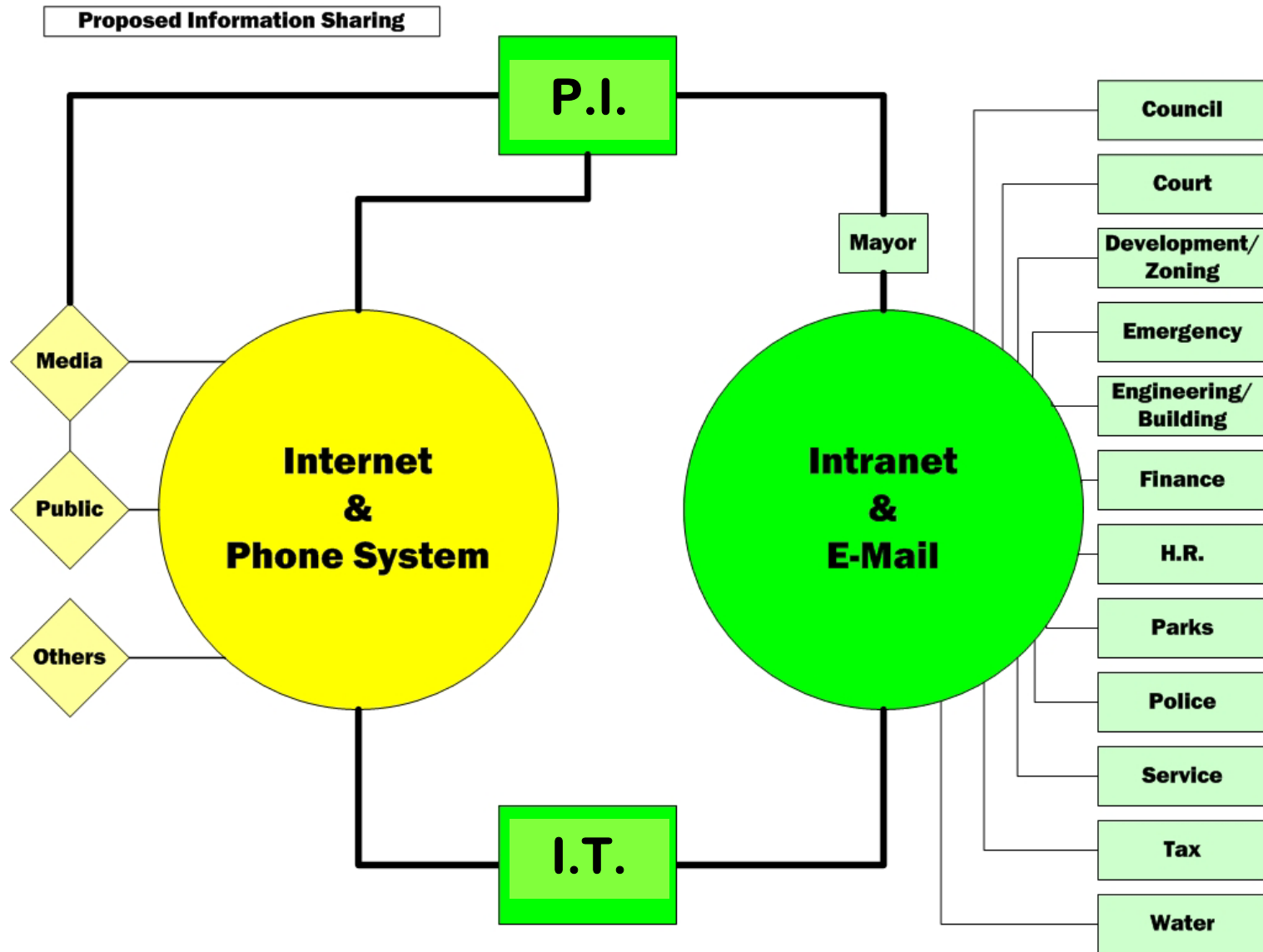
One major item that came out of the survey process is a list of common information that should be common between all departments. This common database would be accessible in-part by all departments and includes the following:

#### Common Database Information

- Property Information
  - Maps
  - Use
  - Tax Status
- Address/Contact Information
  - Businesses
  - Residents
- Permit Information
  - Zoning
  - Building
  - Engineering
- City Codes
  - Current
  - On-line

The following charts illustrate these connections between departments and the types of information communicated. The first map represents the current information sharing structure and the second represents the proposed structure.





## The Strategic Plan

The following section is the Com-Team's recommendation for implementing improved communications in the City of Gahanna municipal government. It is based on the information gathered in our needs assessment and our research into other organizations.

The plan is divided into two main sections: Internal Communications and External Communications. Each section is broken down into the following components:

- **Strategies and Action Steps**
  - Defines major goals
  - Breaks down into individual actions
- **Priority**
  - Defines urgency of each step
  - Based on needs assessment, Com-Team recommendations, & administrative direction.
- **Phasing**
  - Defines the timeline for implementation of each step.
- **Responsibility**
  - Assigns responsibility for implementation to position or department.
- **Potential Funding Sources**
  - Examines need and source of funding

The needs assessment pointed toward several main areas of focus for the strategic plan.

For Internal Communications, there is a demonstrated need for several specific improvements:

- Better and improved e-mail and phone systems and access to both systems
- More centralized information sources to reduce overlap and improve information flows between departments, especially through an Intranet
- Clearer communication policies and procedures
- Improved quantity and quality of information about other department's activities

For External Communications, there is a demonstrated need for additional improvements:

- Promotion of greater use of our website as a 24-7 point of contact for citizens and businesses.
- A clear public information strategy to ensure effective, efficient communication to all groups.
- The development of an emergency communications plan to guide city staff during an emergency.
- Interconnecting department efforts into regular, more effective information pieces for citizens.

## I. Internal Communications – *Assessment*

A. <b>Goal/ Assessment-</b> On a regular basis, assess the systems, technology, patterns, and tools of communications across and within all city departments.	Priority	Phasing	Implementer	Funding
<b>1. Action Step: Conduct a Survey of All City Employees</b> <ol style="list-style-type: none"> <li>Address both internal and external means of communications.</li> <li>Include a fair representation of all city staff, not just City Hall employees.</li> <li>Structure the process to include thank you notes, updates, and other information to keep all city staff aware of their contribution to quality communication.</li> </ol>	High	Completed	Com-Team	-
	High	Completed	Com-Team	-
	High	Completed	Com-Team	-
<b>2. Action Step: Create a Report on Results of Assessment.</b> <ol style="list-style-type: none"> <li>Analyze the major implications of the assessment.</li> <li>Present information in an easy-to-read graphic format.</li> </ol>	High	Completed	Com-Team	-
	High	Completed	Com-Team	-

## I. Internal Communications – *Assessment (continued)*

A. <i>Goal: Assessment (Continued)</i> - On a regular basis, assess the systems, technology, patterns, and tools of communications across and within all city departments.	Priority	Phasing	Implementer	Funding
3. <i>Action Step: Create a Review Process to Assess Progress.</i> a. Establish a time table for follow-up surveys on a regular basis to ensure communications needs are continually addressed as those needs change.	Low	4 <sup>th</sup> Q 2003	Com-Team	-



## I. Internal Communications – *E-Mail*

B. <i>Goal:</i> E-Mail- Improve the role of e-mail through access, technology, and procedures to make it a more effective communication tool.	Priority	Phasing	Implementer	Funding
1. <i>Action Step:</i> Ensure Access to all City Staff and affiliates who require e-mail for City purposes.				
a. Create Gahanna.gov e-mail accounts and/or forwarding addresses for all City Staff and affiliates who require it.	High	On-Going	I.T.	I.T.
2. <i>Action Step:</i> Change administrative procedures to promote e-mail as the standard means of intra-city communication.				
a. Require all staff whose positions require it to utilize e-mail in daily communications.	Medium	2 <sup>nd</sup> Q 2003	Mayor	-
b. Replace internal memos and paper communications from the Mayor's Office and other departments with e-mail.	Medium	2 <sup>nd</sup> Q 2003	All	-
c. Eliminate outdated procedures and paperwork when converting items to the intranet system.	Medium	2 <sup>nd</sup> Q 2003	All	-
d. Require that all Supervisors are responsible for distributing pertinent City information received via email to their staff members without email.	High	1 <sup>st</sup> Q 2003	Mayor	-

I. Internal Communications – *E-Mail (continued)*

B. <i>Goal:</i> E-Mail (continued)- Improve the role of e-mail through access, technology, and procedures to make it a more effective communication tool.	Priority	Phasing	Implementer	Funding
3. <i>Action Step:</i> Require adequate training on e-mail technology for all employees who need it. a. Hold a series of seminars or training for all employees on e-mail software, new and advanced features of Microsoft Outlook, and policies about e-mail use.	High	2 <sup>nd</sup> Q 2003	I.T.	I.T.

## I. Internal Communications – *Intranet*

**C. Goal: Intranet:** Create a network system that better coordinates city resources and information to reduce overlap, unnecessary paperwork, inefficient communication, and miscommunication. This information should all be obtainable from one central source.

	Priority	Phasing	Implementer	Funding
<b>1. Action Step: Create an 'intranet' network system.</b> a. Create a system that makes common information available to all necessary users. These unified information centers should include: <ul style="list-style-type: none"> <li>Property Information including maps, tax stats, current use, pending applications, and zoning classification.</li> <li>A unified contact database with limited access for all residents, property owners, city contacts, businesses, and organizations.</li> <li>Permit and Enforcement Information with limited access that would include status and history by address of zoning, building, and engineering permits and enforcement issues.</li> <li>City staff phone and address list with an automated request for update to a list administrator.</li> </ul>	High		I.T.	I.T.
	High	3 <sup>rd</sup> Q 2003		
	High	4 <sup>th</sup> Q 2003		
	High	3 <sup>rd</sup> Q 2003		
	High	1 <sup>st</sup> Q 2003		

## I. Internal Communications – *Intranet (continued)*

C. <b>Goal:</b> <i>Intranet: (continued)</i> Create a network system that better coordinates city resources and information to reduce overlap, unnecessary paperwork, inefficient communication, and miscommunication. This information should all be obtainable from one central source.	Priority	Phasing	Implementer	Funding
<b>1. Action Step: Create an 'intranet' network system. (continued)</b>  b. Post City Code, administrative policies and procedures, job postings, benefits, and human resources information in digital format to be updated as needed.  c. Develop a system for deposit forms, and account information for limited staff access.  d. Develop a system of on-line purchase orders and approvals.  e. Allow time sheet information to be automated or entered on-line with appropriate approvals also on-line.  f. Create an information site similar to a web-page for staff announcements, department news, and other similar info.  g. Create an on-line room and resource scheduling calendar with a priority contact to resolve any scheduling conflicts.				

## I. Internal Communications – *Intranet (continued)*

C. <b>Goal:</b> <b>Intranet: (continued)</b> Create a network system that better coordinates city resources and information to reduce overlap, unnecessary paperwork, inefficient communication, and miscommunication. This information should all be obtainable from one central source.	Priority	Phasing	Implementer	Funding
2. <b>Action Step:</b> <b>Ensure Access to all City Staff and required affiliates.</b>				
a. Update all computers to allow use and viewing privileges for all City Staff and affiliates.	High	2 <sup>nd</sup> Q 2003	I.T.	I.T.
3. <b>Action Step:</b> <b>Change administrative procedures to promote the intranet as the standard starting point for intra-city information and communication.</b>				
a. Create an environment where for efficiency and productivity it is necessary for staff to utilize the intranet in daily communications.	Low	4 <sup>th</sup> Q 2003	I.T.	-
b. Create a schedule for moving many records, databases, and other information to the intranet.	Low	4 <sup>th</sup> Q 2003	I.T.	-
c. Eliminate outdated procedures and paperwork when converting items to the intranet system.	Low	4 <sup>th</sup> Q 2003	I.T.	-

I. Internal Communications – *Intranet (continued)*

C. <b>Goal:</b> <b>Intranet: (continued)</b> Create a network system that better coordinates city resources and information to reduce overlap, unnecessary paperwork, inefficient communication, and miscommunication. This information should all be obtainable from one central source.	Priority	Phasing	Implementer	Funding
4. <b>Action Step:</b> Require adequate training on intranet technology for all employees to ensure that the intranet can effectively be used. a. Hold a series of seminars or training for all employees on intranet software and its features.	High	3 <sup>rd</sup> Q 2003	I.T.	I.T.
5. <b>Action Step:</b> Allocate staff and technology resources to the creation, expansion, and maintenance of an intranet.	High	2 <sup>nd</sup> Q 2003	I.T.	I.T.

I. Internal Communications – *Phones*

D. <i>Goal: Phones</i> - Update the phone system technology to better direct callers, provide better messaging opportunities, and create points of contact to reduce misdirected calls.	Priority	Phasing	Implementer	Funding
1. <i>Action Step</i> : Update the phone system with better, more flexible technology that reflects changing patterns of staffing and use.	High	Completed	Service	Service Capital
2. <i>Action Step</i> : Create points-of-contact in each department for general interest phone calls. a. Revise published phone numbers to reflect only main numbers for each department in all print & web directories.	High	Completed	Com-Team	-
3. <i>Action Step</i> : Update software to allow faxing from computers.	High	Pending	Service	Service Capital

## I. Internal Communications – *Written Communications*

<b>E. Goal: Written Communications-</b> Take advantage of regular forms of employee information distributions (i.e. pay checks) to provide regular notices and important updates to city staff.	<b>Priority</b>	<b>Phasing</b>	<b>Implementer</b>	<b>Funding</b>
1. <i>Action Step:</i> Create a system of written notices for pay and benefit related issues.	Low	1 <sup>st</sup> Q 2004	HR/I.T.	H.R./I.T.



## I. Internal Communications – *Emergency Communications*

F. <i>Goal: Emergency Communications Plan</i> - Create an efficient, consistent action plan for city staff for crisis in the workplace.	Priority	Phasing	Implementer	Funding
1. <i>Action Step: Create a written plan-of-action addressing communications for crisis situations in the workplace.</i>				
a. Design the plan as one-page action sheets.	High	Monitoring	Com-Team/ E.M.	-
b. Integrate this plan with the Gahanna-Jefferson Schools plan to provide a common system for local emergency professionals.	High	Completed	Com-Team/ E.M.	-
c. Hold mandatory and regular staff information sessions on how to respond in crisis situations.	High	3 <sup>rd</sup> Q 2003	E.M.	-
d. Require new employees to undergo a crisis information session during the first week of employment.	High	3 <sup>rd</sup> Q 2003	H.R.	-

## II. External Communications - *Website*

A. <i>Goal:</i> Improved Website - Improve the City website to become a 24-7 resource for citizens, businesses, and the media which reduces unnecessary trips to and phone calls to City Hall.	Priority	Phasing	Implementer	Funding
1. <i>Action Step:</i> Create form based systems that allow employees to post information efficiently, including the following: <ul style="list-style-type: none"> <li>a. Employment Bulletin</li> <li>b. Current News Release</li> <li>c. Community Calendar</li> <li>d. Recreation League Update</li> </ul>	High	1 <sup>st</sup> Q 2003	I.T.	I.T.
2. <i>Action Step:</i> Create e-commerce applications to allow residents to complete financial transactions from their homes. <ul style="list-style-type: none"> <li>a. Pay water bill.</li> <li>b. Pay taxes.</li> <li>c. Register for parks and recreation programs.</li> <li>d. Pay Court fines and tickets on-line.</li> </ul>	High	1 <sup>st</sup> Q 2004	I.T.	I.T./Water
3. <i>Action Step:</i> Enable the complete system to be integrated with daily duties of staff in order to promote timeliness and accuracy.	High	1 <sup>st</sup> Q 2004	I.T.	I.T./Taxes
	High	1 <sup>st</sup> Q 2004	I.T.	I.T./P&R
	High	1 <sup>st</sup> Q 2004	I.T.	I.T./Court
4. <i>Action Step:</i> Allocate staff and technology resources to the creation, expansion, and maintenance of the website.	Medium	1 <sup>st</sup> Q 2004	I.T.	-
4. <i>Action Step:</i> Allocate staff and technology resources to the creation, expansion, and maintenance of the website.	High	2 <sup>nd</sup> Q 2003	Mayor	Mayor/I.T.

## II. External Communications – *Public Information Strategy*

B. <i>Goal:</i> Public Information (P.I.) Strategy - Create a strategy for effective, efficient communication to the public in all areas.	Priority	Phasing	Implementer	Funding
1. <i>Action Step:</i> Revise communication policies and procedures to provide clear information to the public and the media. a. Put in place a team of staff members to act as an advisory team to the administration on improving all aspects of city communication policies.	High	Completed	Mayor	-
2. <i>Action Step:</i> Provide a single brand solution for all external communications pieces that reflects a unified theme that reflects the design choices of our website. a. Develop a package of templates for letterhead, press releases, business cards, memos, envelopes, and other common forms. b. Implement supplies purchase changes and a phase out plan for old materials.	Medium	1 <sup>st</sup> Q 2004	Com-Team	Supplies
	Medium	1 <sup>st</sup> Q 2004	Mayor	Supplies

## II. External Communications – *Public Information Strategy* (continued)

B. <i>Goal:</i> Public Information (P.I.) Strategy – (continued) Create a strategy for effective, efficient communication to the public in all areas.	Priority	Phasing	Implementer	Funding
<p>3. <i>Action Step:</i> Create a strategy for public information and for media releases and questions.</p> <p>a. Dedicate staff resources to a strategy for media contact and public information throughout the entire administration which enhances individual department contacts.</p> <p>b. Designate a media contact(s) in each department.</p> <p>c. Distribute regular media updates and story ideas on city activities.</p> <p>d. Dedicate staff resources to creating and distributing a regular media briefing for the administration and key staff members.</p> <p>e. Create a policy and training on how to work and communicate with the media.</p> <p>f. Create an approved photo gallery for web and City publications and other releases.</p>	High	1 <sup>st</sup> Q 2003	Mayor	-
	High	1 <sup>st</sup> Q 2003	Mayor/Depts.	-
	Medium	2 <sup>nd</sup> Q 2003	Mayor	-
	Medium	2 <sup>nd</sup> Q 2003	Mayor	-
	High	1 <sup>st</sup> Q 2003	Com-Team	-
	High	2 <sup>nd</sup> Q 2003	Com-Team	-

## II. External Communications – *Emergency Communications*

C. <i>Goal:</i> Emergency Communication Plan - Create an efficient, consistent action plan for city staff to communicate to the media, the public, and crisis personnel in the event of a city emergency.	Priority	Phasing	Implementer	Funding
<p>1. <i>Action Step:</i> Create a written plan-of-action for crisis situations in Gahanna that necessitate City resources and leadership.</p> <p>a. Design the plan as one-page action sheets.</p> <p>b. Integrate this plan with the Gahanna-Jefferson Schools, Mifflin Township, and Jefferson Township to provide a common system for local emergency professionals.</p> <p>c. Hold mandatory and regular staff information sessions on how to respond in crisis situations.</p> <p>d. Require new employees to undergo a crisis information session during the first week of employment.</p> <p>e. Establish a central briefing location for all communication with media and public during emergency situations.</p>				
	High	Completed	Com-Team/ E.M.	-
	High	Completed	Com-Team/ E.M.	-
	High	Completed	Com-Team/ E.M.	H.R.
	High	Completed	Com-Team/ E.M.	H.R.
	High	Completed	Com-Team/ E.M.	E.M.

## II. External Communications – *Emergency Communications*

B. <i>Goal:</i> Emergency Communication Plan (continued) - Create an efficient, consistent action plan for city staff to communicate to the media, the public, and crisis personnel in the event of a city emergency.	Priority	Phasing	Implementer	Funding
<p><b>2. <i>Action Step:</i> Designate emergency spokespersons.</b></p> <p>b. Identify a staff member in each department to serve as the point of contact for emergencies.</p> <p>c. Put in place a team of staff members to act as an advisory communication team to the administration during an emergency.</p> <p>d. Designate a staff member as the point-of-contact for emergency information to the media and public during city emergencies.</p>	High	Completed	Com-Team/ E.M.	-
	High	Completed	Com-Team/ E.M.	-
	High	Completed	Com-Team/ E.M.	-
			Com-Team/ E.M.	

## II. External Communications – *Publications & Information Updates*

D. <i>Goal:</i> Publications & Information Updates- Interconnect department efforts into regular and more effective public information pieces.	Priority	Phasing	Implementer	Funding
1. <i>Action Step:</i> Combine efforts to create a publication that provides residents and potential residents with information about Gahanna and its city services.	Low	4 <sup>th</sup> Q 2003	Com-Team/Mayor	P&R/Dev .
2. <i>Action Step:</i> Partner with a publisher to create a regular Gahanna glossy publication.	Low	1 <sup>st</sup> Q 2004	Mayor	P&R/Dev
3. <i>Action Step:</i> Create a City Annual Report to be published and distributed to residents and businesses.	Medium	1 <sup>st</sup> Q 2003	Com-Team/Mayor	-
4. <i>Action Step:</i> Develop a regular column in local newspapers written on a rotating basis by city staff.	High	3 <sup>rd</sup> Q 2003	Mayor	-

## II. External Communications – *Cable Channel*

E. <i>Goal:</i> Cable Channel - Create an information plan for the community-access cable channel.	Priority	Phasing	Implementer	Funding
1. <i>Action Step:</i> Obtain equipment and training necessary to post information on the cable channel.	High	Completed	Com-Team	-
2. <i>Action Step:</i> Create a plan for content and update for information on the site.				
a. Develop a template for site pages.	High	Completed	Com-Team	-
b. Create a basic information set and post it on the site.	High	Completed	Com-Team	-
c. Designate a point of contact staff person to ensure the channel is regularly updated.	Medium	Completed	Mayor	-



## Looking Ahead

The Strategic Plan for Communications is the recommended vision for better, more efficient communication within city departments and from the City to its residents, the media, and other groups. It can and will be modified to deal with tactical needs and unforeseen complications as they arise.

## Plan Implementation and Evaluation

Over the next two years, the administration will be implementing components of the plan. Changes should begin to be noticed immediately, but all major changes will be phased to allow adequate time for funding, training, and other preparation.

Many of these goals require additional definition and planning due to their technological nature. The IT Team is responsible for the technology planning and implementation. The Com-Team will monitor content-related issues and communication needs.

## Performance Measures

Performance measures have been identified to gauge progress toward accomplishing the goals and strategic directions set forth in our Strategic Plan. The Administration will use these measures as a checklist in evaluating departments charged with implementation of individual

components of the plan. These measures will also serve as a way to communicate our successes both internally to City staff and externally to the Gahanna community.

The following are the general performance measures for each of the strategic directions:

- By January 2003
  - IT Plan in place to implement recommended technology changes and improvements
  - Work on high priority items in progress or completed.
- By June 2003
  - IT Plan high priority items implemented
  - Action steps completed for high priority items
  - Work on medium priority items in progress or completed
- By January 2004
  - IT Plan medium priority items implemented
  - Action steps completed for mid priority items
  - Work on remaining action steps in progress or completed.
- By June 2004
  - Remaining action steps in progress
  - Review and update of strategic plan